

# King County Wastewater Treatment Division

## Public Involvement Guidelines and Tool Kit

### Construction Module

#### September 2004

This construction module is intended to serve as a guide to planning and implementing public involvement during construction of projects by King County's Wastewater Treatment Division (WTD). This module is not an exhaustive training tool. Rather, it provides a series of checklists that outline the various elements to consider when planning construction community outreach.

The checklist module is divided into the following sections:

- I. Overview of Construction Phase
- II. Planning for Public Involvement
- III. Implementing Public Involvement
- IV. Post-construction Activities
- V. Resources
- VI. Tools

## I. Overview of Construction Phase

The goal of public involvement during the construction phase is to reduce construction impacts where possible and develop and maintain informative and supportive relationships with affected residents, businesses, and property owners.

### Objectives of Public Involvement during Construction

1. Provide advance notice of work planned.
2. Keep people apprised of progress, changes, etc.
3. Provide means for people to ask questions, convey concerns, etc.
4. Ensure reasonable and prompt responses to concerns, requests, and complaints.

### Project Stages during Construction

1. Advertisement of the Bid Opportunity and Evaluation of Bids

*When King County begins a construction project, it advertises the opportunity for construction contractors to submit a bid. The county releases bid documents, which outline the extent of construction so companies can develop a cost estimate proposal. Then the county evaluates bids and selects a contractor.*

2. Issuance of the Notice to Proceed

*Once the county has selected a construction contractor and is ready to begin construction, it gives the contractor a Notice to Proceed, which allows the contractor to begin working.*

### 3. Pre-construction Meeting with Contractor

*King County's project team holds a pre-construction meeting with the construction contractor within days of issuing the Notice to Proceed. The purpose of this meeting is to discuss work, schedule, and other issues.*

### 4. Construction

*On-the-ground work starts at the project site. The project is built and, afterward, site restoration is completed.*

### 5. Post-construction Activities

*The project team evaluates various aspects of the project through a lessons learned analysis. This is strictly a transfer to operations and paperwork.*

## II. Planning for Public Involvement

Usually, the planning for public involvement activities to occur during construction will be conducted during design phase. However, if planning for public involvement has not been possible before construction phase, the first step is to **review existing project materials**. It is essential to be aware of how the project was described to the community (in case there are changes) and what promises were made to the community during previous project phases. This is especially important when a new project team is brought on during construction. Community relations planners need to have an accurate and thorough understanding of the project at this point. The project's key messages should be revisited to ensure they are still applicable. They should be adjusted as needed.

It is vital to **meet with the rest of the project team** before, or at least in the early stages of, construction in order to understand the timing, description, and sequence of activities. This is the first step in **evaluating the potential construction impacts on the community**. The construction **bid documents** will be the best source of information about the construction plans and should be reviewed before meeting with the project team. A guide to understanding bid documents – in particular the potential community impacts of construction activities – is in the Tools section of this module (Tool A).

When determining the appropriate resources to carry out the public involvement plan, the first step is to conduct or update the **Initial Needs Assessment** to get a sense of the complexity and level of effort required. The Initial Needs Assessment, as described in the *WTD Public Involvement Guidelines*, is comprised of a checklist and weighted system for determining the amount of public involvement needed for a project.

Identifying and using the right combination of internal and external resources enables community relations planners to achieve public involvement goals. Community relations planners should refer to Section 4 – Resources (Internal and External) of the *WTD Public Involvement Guidelines* for more information on assessing resources. When exploring internal County resources, planners should consider how much management time and budget are

available and if the right resources are on hand for the duration of the project. If the project is large, scheduled to last a long time, especially complicated, or affects a large area, there may be a need for outside consultant services.

Once the need to hire a consultant is established, there are several ways to procure public involvement services. These include using the existing WTD on-call community relations contract and subcontracting through an engineering consultant or construction management contract.

The on-call work order contract is an established contract vehicle available through the WTD community relations group. This contract is designed to facilitate the quick and easy hiring of a consultant for public involvement services. It is especially useful for smaller or shorter duration projects. Check with the on-call contract representative for the particulars about the existing on-call contract and its specific time and budget requirements.

In some cases, an engineering consultant contract includes a public involvement subcontractor. Community relations planners should check with the project manager to verify that the scope of the contract extends through construction, and that adequate scope and budget for public involvement support are included.

For larger projects (> \$10 million construction cost), WTD may issue a Request for Proposals (RFP) for a construction management firm. A construction management firm works for the project representative, and provides inspection, contract management, scheduling, cost control, and a range of other construction services. Construction community relations services are sometimes included in such contracts. The community relations planner will need to provide a scope of work to include in the RFP. The scope of work should be based on the Initial Needs Assessment that will help determine the complexity and level of effort required for each project. Sample scopes of work are included in the Tools section of this module (Tool B).

An awareness of previous community involvement efforts is also useful because, depending on the length of time elapsed since predesign and design activities, it may be prudent to remind community members of previous opportunities for feedback. This is also a good opportunity to reach people or businesses new to the neighborhood and thus the project. Typically the amount of influence a community can have over a project is greatest during design. During construction, community involvement is in the form of providing information and responding to questions and concerns.

### **Project team members**

**King County Project Manager** – oversees the project budget and schedule.

**King County Project Representative** – single recognized person able to commit the County per the construction contract. Administers the construction contract.

**King County Inspector** – checks on contractor's work; provides on-the-ground oversight for compliance and quality.

**Construction Management Firm** – assists the County's Project Representative in contract oversight. May provide inspection, project control, and community relations services.

**Contractor** – the construction company hired to perform the work described in the contract.

**Community Relations Planner** – point of contact for the community; liaison between project team and the community.

Another useful tool to help plan for construction impacts is a **pre-construction survey**. The community relations planner can ask residents and businesses to identify site-specific issues to be addressed during construction (e.g., maintain access to buildings, avoid interruption of utility service, etc.). Sample surveys are included in the Tools section of this module (Tools C and D).

Activities that should be completed before construction begins are listed in Table 1.

**Table 1: Pre-construction Activities Checklist**

<b>Subject</b>	<b>Y/N</b>	<b>Notes (contacts made, with whom, date of communications)</b>
<b>Review materials from previous project phases</b>		
Project description and plans		
Summaries and comments from public meetings		
Public involvement plan – <b>update</b> the plan as needed for construction		
<b>Review bid package</b>		
Permits		
Easements		
<b>Conduct or update the Initial Needs Assessment</b> (See Figure 3-2 of the <i>WTD Public Involvement Guidelines</i> )		
<b>Obtain public involvement consultant support (if needed)</b>		
<b>Visit the project site</b>		
<b>Meet with project team</b>		
What are the expected community impacts? (See construction impacts checklist -Table 2)		
Develop an emergency response plan		
Planned mitigation		

<b>Subject</b>	<b>Y/N</b>	<b>Notes (contacts made, with whom, date of communications)</b>
Media strategy -Is a press release needed? -Who is the County's media point of contact for this project?		
What are the communications protocols?		
Are there ways to reduce or eliminate impacts?		
Is hotline needed?		
Is Web site needed? Is Web site current?		
Is a project sign needed at the site?		
<b>Conduct pre-construction business survey (as needed)</b> (See Tool C in Section VI)		
<b>Conduct pre-construction community windshield survey (as needed)</b> (See Tool D in section VI)		
<b>Develop a contact strategy for directly impacted neighbors</b> Collect address, phone number, and e-mail		
<b>Develop a contact strategy for the wider community (e.g., newsletter, press release)</b>		
<b>Coordinate internally with other County projects</b> Be aware of other King County projects in the area		

Subject	Y/N	Notes (contacts made, with whom, date of communications)
<b>Coordinate with the local jurisdiction</b> Is there a city newsletter, website, or other way to reach residents?		Local jurisdiction: _____ Staff contact: _____ Public Works: _____ Public outreach: _____ Parks: _____ Planning staff: _____ Other: _____
<b>Coordinate with local elected officials (as needed)</b>		King County Council District and Councilmember: _____ _____ City Council: _____ Local Sewer Agency: _____ Other: _____
<b>Coordinate with community council or neighborhood group in the project area</b>		Community Council contact: _____ Neighborhood group: _____ Neighborhood group: _____ Other: _____

Some construction impacts are unavoidable, but efforts can be made to limit impacts. Table 2 is a checklist of potential construction-related impacts.

Most impacts are limited or regulated by contract specifications, governmental health and safety standards, and/or permits issued by jurisdictions within which work occurs. The bid documents typically contain copies of permits and are a good source of information. Examples of limitations include:

- Noise decibel levels
  - Daytime
  - Nighttime (generally lower)
- Traffic plans (generally proposed by contractor, approved by local jurisdiction)
  - Detour routes
  - Haul routes
  - Flagging
  - Signage
  - Parking
  - Hours of work
- Dust control
  - Conditions when required
  - Methods
  - Frequency
- Contract requirements for advance notice/coordination by contractor
  - Conditions when required (e.g., blocked access)
  - Interrupted utilities

Some projects require temporary construction easements that are purchased from property owners. These easements typically define the limits of the allowable work area and state the

terms and conditions for use. Copies of permits and easements are typically contained in the bid documents and are a good source of information for community relations planners.

**Table 2: Potential Construction Impacts Checklist**

Potential Impacts to Community	Y/N	Notes (contacts made, with whom, date of communications)
<b>Are pre-construction activities required?</b>		
Utility locates (impact is from spray paint on ground showing location of underground utilities)		Note: Utility locates usually occur 2-3 weeks before any construction activity. The spray paint on sidewalks and lawns usually washes away after a few months.
Survey work		
Geotechnical investigations		
<b>Is settlement monitoring needed?</b>		Note: If videotaping or pictures are needed, sometimes the contractor performs those tasks with the community relations planner.
<b>Is excavation required?</b> <ul style="list-style-type: none"> <li>- To what depth?</li> <li>- What methods will be used?</li> <li>- How will it be stabilized?</li> </ul>		
<b>Are there potential noise or vibration impacts? Potential sources:</b>		
Trucks		
Activities requiring a generator (e.g., dewatering)		
Other equipment operating within 100' of residences		

Potential Impacts to Community	Y/N	Notes (contacts made, with whom, date of communications)
Do nearby neighbors have sensitive equipment (e.g., biotech or high tech firms)		
<b>Dust?</b>		
<b>Mud?</b>		
<b>Odors?</b> <ul style="list-style-type: none"> <li>- Connection to existing sewers?</li> <li>- Other?</li> </ul>		
<b>Night work?</b> <ul style="list-style-type: none"> <li>- Lights</li> <li>- Sleep-disturbing noise/vibration</li> </ul>		
<b>Potential safety hazards?</b> <ul style="list-style-type: none"> <li>- Heavy equipment</li> <li>- Excavations</li> </ul>		
<b>Traffic?</b> <ul style="list-style-type: none"> <li>- Congestion</li> <li>- Delays</li> <li>- Detours for vehicles, pedestrians, bikes</li> <li>- Revisions required?</li> </ul>		
<b>Bus service impacts?</b> <ul style="list-style-type: none"> <li>- Transit</li> <li>- School buses</li> </ul>		
<b>Access affected?</b> <ul style="list-style-type: none"> <li>- Residential driveways</li> <li>- Sidewalks</li> <li>- Alleys</li> <li>- Garbage/recycling pick up</li> <li>- Commercial deliveries</li> <li>- Industrial loading docks</li> </ul>		



Potential Impacts to Community	Y/N	Notes (contacts made, with whom, date of communications)
Loss of on-street parking?		
Are there private improvements or landscaping in public right-of-way?		
Disturbed landscaping?		
Gas/electric/water/sewer service affected?		
Recent or upcoming projects (King County or other) in same area?		
Park, trail or playground in vicinity?		
Schools in area?		

### III. Implementing Public Involvement

Conducting public involvement during the construction phase should start before construction actually begins. If the project team has not already met to kick off the project, doing so should be a top priority. Topics to cover in initial meetings are listed in Section II – Planning for Public Involvement. Anything not covered in earlier meetings should be addressed during the construction transition meeting with the contractor. In addition, this is the time to **meet the contractor staff and establish communication protocols** for the entire project team. Most crucial for public involvement is identifying which staff should be contacted when attempting to resolve inquiries to the project hotline. Tool E describes the various construction meetings and topics to cover at each.

**Tip:**

Community relations planners need to be proactive. This means seeking out project information (e.g., schedule and impacts) from other project team members, as well as checking in with neighbors of the project area.

**Be persistent!**

For large projects with an onsite construction office, there should be a **community relations presence** at the office. This could be a designated area to post announcements, a table with a notebook filled with project information (including a log-in sheet so people can write down their questions), or a place for walk-in neighbors to talk to project staff in person.

**Tip:**

Be clear and upfront with neighbors about the scale and duration of a project and potential impacts. Avoid surprises.

About a month before construction begins, the first **newsletter or brochure explaining the project** should be mailed to an area larger than the core construction impact zone. Since it is difficult to predict impacts, it is better to reach out to a wider audience in the early stages of a project. Planners should also consider how to reach people who travel through the project area, but do not necessarily live or work nearby.

A **public meeting** may also be a good way to inform neighbors of the project. The meeting should be held well in advance of the start of construction, if possible. This type of public meeting could be as simple as setting up a pop-up tent near the project site so neighbors can stop by and ask questions. These types of meetings are sometimes referred to as “Coffee with the Contractors” to facilitate one-on-one communication directly with the people performing the construction. A similar approach is to take neighbors on a tour of the construction site so they understand what will be happening.

#### **When information is not enough**

Sometimes, information alone is not enough. When businesses are located in the vicinity of a project, they may request support to ensure they remain profitable during construction. Strategies in this category might include:

- Specialty signs or actions tailored to a specific business or neighborhood. A common example is “businesses are open during construction” signs.
- Parking alternatives – consider renting a lot for the duration of the project and providing parking vouchers.

Even with extensive limitations and regulations, there will be gray areas regarding construction impacts. Addressing these will call for judgment and creativity. An example would be work that is not out of compliance with a particular standard, but special circumstances or an aggregate of impacts (e.g., dust, noise, vibration, odor, and/or blocked access) might warrant temporary relocation of residents. Instructions for relocating residents are including in the tool section of this module (Tool G).

Relocation should be a last resort, due to the expense of relocation and the inconvenience it poses to residents. Strategies to try first might include:

- When noise is an issue, consider the following:
  - Working with the project representative and contractor to find ways to minimize the amount or duration of the noisy activity.
  - Installing sound barriers around noisy equipment (e.g., hay bales, sound walls).
  - Offering an insulating sound blanket to cover windows on homes.

Construction-related damage to property is a possibility. Examples include damaged landscaping, holes or ruts in a parking strip, damaged pavement, or structural cracks or damage. Community relations planners should be sure they understand the third party claims process, which is described in the “Checklists” section of the *WTD Public Involvement Resource Guide, Part 2 – Tool Kit Resources*. Strategies for dealing with claims include the following:

- When a damage report is received, immediately schedule a meeting with the property owner (preferably attended by both the community relations planner and the County’s project representative). Complete a damage report and take digital photos to document the claim.
- Work with the project representative to determine responsibility for the damage and a strategy to address it. Response to claims should be as consistent as possible.
- Follow up with the property owner and document the agreement with the terms of the settlement.
- If construction-related damage to the property is clear, but responsibility for it is disputed, advocate for having the damage repaired expeditiously, without the damaged party having to await determination of responsibility.
- Follow up with the project representative (or County risk management) to ensure the claim is promptly addressed and closed out.

Table 3 is a checklist of potential outreach activities to conduct during construction.

As the construction activities wind down, coordinate with the project team about any restoration needed. Most contracts call for the project area to be restored to its original condition. Refer to the citizen contact log for reminders of any **restoration promises** or unresolved issues.

**Table 3: Implementing Construction Phase Public Involvement Checklist**

Subject	Y/N	Notes (contacts made, with whom, date of communications)
<b>Attend construction transition meeting with the County project team</b> (See Tool E)		
<b>Attend transition meeting with contractor</b> (See Tool E)		Bring to this meeting: <ul style="list-style-type: none"> <li>• Questions – prepare in advance, but also ask if you don't understand a term</li> <li>• Business cards</li> <li>• Phone number for the construction hotline</li> </ul>
Introductions Ensure key players are identified early on		KC Project Manager: _____ Project Representative: _____ Inspector: _____ Contractor Point of Contact: _____ Public Involvement Contact: _____ Other: _____
Establish communications protocols		<ul style="list-style-type: none"> <li>• Who should the community relations planner first ask for when seeking answers to hotline inquiries?</li> <li>• Who is the County point of contact for media?</li> <li>• What after-hours phone numbers should be used?</li> </ul>
Contractor employee parking?		
Talk to the flaggers about key messages. Flaggers receive the most questions from passersby. Give copies of any construction update notices to the contractor and head flaggers.		

<b>Subject</b>	<b>Y/N</b>	<b>Notes (contacts made, with whom, date of communications)</b>
<b>Set up construction hotline (if needed) and citizen contact log</b> (See Tool F in Section VI for a sample log)		If the lead contact is not available, who is the backup?
<b>Determine what level of community involvement presence is needed at the onsite construction office</b>		
<b>Hold a pre-construction public meeting for neighbors</b>		
<b>Attend weekly team construction meetings (as needed)</b> At these meetings the contractor informs the County of the construction schedule and progress to date		
<b>Distribute construction update notices</b> Possible uses: at milestones, before heavy impacts, if people need to move cars, etc.		
<b>Post signs at project site</b> (see Signs section of the <i>WTD Public Involvement Tool Kit</i> )		Are signs needed for: -Passersby (if project site in a high traffic area or a park)? -"Warning: no entry"? -"Businesses are open"?
<b>Visit the project site periodically</b> Nothing beats in-person communication and seeing for yourself what the impacts are		

## IV. Post-construction Activities

The end of construction activities is also the time to **evaluate the effectiveness of the project's outreach efforts**. Although evaluation should be an iterative process performed throughout the construction phase for longer projects, in all projects it should happen at the end as well. If appropriate, solicit feedback from the public through a survey. See Tool H in Section VI of this module for a sample survey.

In addition to collecting feedback from the community, coordinate with the other project team members on a **lessons learned summary** for the project. The last step is to assemble all relevant documentation from the project into a **"Project Closeout Binder."** The purpose of this binder is to consolidate all public involvement project materials for future reference for other projects.

**Table IV: Post-construction checklist**

Subject	Y/N	Date (of impacts, contact made, etc.)	Key considerations
<b>Verify site restoration commitments to community are complete</b>			
<b>Conduct survey for evaluation of public involvement</b> (See Tool H in Section VI)			
<b>Prepare lessons learned summary</b> Get input from other members of project team, contractor, local jurisdiction(s), and water districts.			
<b>Create a project closeout binder and finalize the project file</b> Suggested contents listed below:			
Public involvement plan			
Results of pre-construction survey			
Summary from pre-construction meeting (if held)			

<b>Subject</b>	<b>Y/N</b>	<b>Date (of impacts, contact made, etc.)</b>	<b>Key considerations</b>
Newsletters			
Fliers			
Citizen contact log			
Correspondence (e-mails and letters)			
Pictures			
Results of evaluation of project's outreach efforts			
Lessons learned			
Mailing list			
Timeline of project milestones and associated outreach activities			

## V. Resources

### King County Wastewater Treatment Division

- WTD home page -- <http://dnr.metrokc.gov/wtd/>
- Phone: 684-1280
- Project Management Handbook -- *King County Wastewater Capital Projects Program and Project Management Handbook*, April 2, 2002

### Local Sewer Agencies

- Map of local sewer agencies served by King County WTD (PDF file, 570KB) -- <http://dnr.metrokc.gov/wtd/csi/csi-docs/agencies.pdf>

### Other Useful Information from King County

- King County West Point Treatment Plant Odor Control Hotline: 206-263-3840 (24 hours a day)
- King County South Treatment Plant Control Room and Odor Control Hotline: 206-684-2404 (24 hours a day)
- Water Reuse -- <http://dnr.metrokc.gov/wtd/reuse/>
- Map of King County WTD service area and facilities (PDF file, 990KB) <http://dnr.metrokc.gov/wtd/csi/csi-docs/system.pdf>
- WTD Facts at a Glance -- <http://dnr.metrokc.gov/wtd/wtdfacts.htm>

### Construction Glossaries and General Information

- American Public Works Association -- <http://www.apwa.net/>
- California Association of Sewer Agencies, Glossary of Terms -- <http://www.casaweb.org/>

### Construction Impacts – Noise

- U.S. Department of Labor, Occupational Safety and Health Administration, “Noise and Hearing Conservation” -- <http://www.osha.gov/SLTC/noisehearingconservation/index.html>
- “Noise Exposures in the Construction Industry – Related Links” -- <http://staff.washington.edu/rneitzel/links.htm>

### Construction Impacts – Dust

- Stormwater Management Fact Sheet: Dust Control, EPA Office of Water -- <http://www.epa.gov/owm/mtb/dustctr.pdf>
- Construction Site Stormwater Runoff Control, EPA -- [http://cfpub.epa.gov/npdes/stormwater/menuofbmps/site\\_11.cfm](http://cfpub.epa.gov/npdes/stormwater/menuofbmps/site_11.cfm)
- Construction Activities Dust Control Handbook, Clark County, NV -- [http://www.cleanairnet.org/caiasia/1412/articles-58190\\_resource\\_1.pdf](http://www.cleanairnet.org/caiasia/1412/articles-58190_resource_1.pdf)

### Lessons Learned

- On the King County Intranet system (only accessible to County employees) at <http://dnr-web.metrokc.gov/wtd/groupproj/mcip/index.htm>



## VI. Tools

- A. Sample Contract (Bid) Document Review
- B. Sample Scopes of Work for Potential Requests for Proposals
- C. Sample Pre-construction Business Survey
- D. Sample Pre-construction Community Windshield Survey
- E. Construction Meetings and Topics
- F. Sample Citizen Contact Log
- G. Temporary Relocation of Residents for Emergencies or Construction Projects
- H. Sample Survey for Evaluation of Public Involvement Activities

## ***Tool A: Sample Contract (Bid) Document Review***

Contractor documents are prepared at the end of the design process, and issued with an invitation to contractors to submit a sealed bid to construct the project. Contract documents typically include the following parts:

- Bidding requirements and forms
- General terms and conditions
- Technical specifications
- Contract drawings

Community relations planners should obtain a copy of the contract documents. Generally, the most useful information for public involvement planning is contained in the technical specifications and the contract drawings.

At King County, **technical specifications** are always organized the same way, into sections entitled Divisions 0 – 17. Not all divisions are used for every project. When reviewing the specifications, community relations planners typically focus on Division 1 – General Requirements, and Division 2 – Site work. Review of Divisions 0 and 3 - 17 is optional.

Division 1 contains a summary of work as well as information on permits and easements, environmental controls, and other relevant topics. Copies of the permits and easements are also included.

Division 2 describes site preparations, settlement monitoring, landscaping, tree protection, and other topics that may be of interest to community members.

**Contract drawings** are also organized and numbered in a standardized way. Community relations planners may want to focus their review on the following series of drawings:

- G101+ - General
- C101+ - Civil (sometimes, not always, includes traffic control plans)
- L101+ - Landscaping
- A101+ - Architectural
- S101+ - Structural

For pump stations and treatment facilities, the mechanical drawings (M-101+) are also useful. Planners may want to flip through the drawings and look for good cross sections, depth, and placement of equipment. Review of the other categories of drawings (Process, HVAC, Electrical, and Instrumentation & Controls) is optional.

## ***Tool B: Sample Scopes of Work for Potential Requests for Proposals***

### **SAMPLE B-1 SCOPE OF WORK FOR CONSTRUCTION COMMUNITY RELATIONS**

#### **Construction Management Contract – Public Involvement Consultant Scope of Work**

##### Community involvement services will include:

- Support pre-construction photo survey of residential structures.
- Conduct pre-construction community meeting. Specific services to be provided are: meeting planning, site booking, coordinating mailings and publicity, coordinating production of meeting posters and displays, meeting staffing, preparing a meeting summary, and post-meeting follow-up.
- Prepare and mail kickoff construction fliers (two).
- Prepare project signs with 24-hour contact line (up to four).
- Prepare construction notice/updates for immediate area; assume up to five updates (5 total).
- Support 24-hour construction information line, including carrying a pager during the evenings and weekends. Prepare community contact log.
- Attend weekly construction meetings for project, as needed (25 total).
- Work with county staff to develop strategies to address community concerns, complaints, and claims.
- Prepare and distribute post-construction community opinion survey. Compile results and prepare a lessons learned memo.

**Note:** Sample B-1 is design for basic construction projects located in neighborhoods that are familiar to County staff.

##### Deliverables:

- Contact log for pre-construction photo survey.
- Community meeting materials and summary.
- Kickoff flier and project update fliers (up to 5).
- Project information signs (4).
- Construction information line log.

##### **Assumptions**

##### County staff will:

- Maintain Web site.
- Develop and issue all news releases (if needed).
- Coordinate communications with the City.

County will cover costs of mailing or delivery of fliers (to be direct billed to County). County graphics department, print shop, and sign shop will be used as needed.

## **SAMPLE B-2 SCOPE OF WORK FOR CONSTRUCTION COMMUNITY RELATIONS**

**Note:** This sample scope is designed for large construction projects that are transitioning from broad public outreach efforts to more focused construction community relations efforts.

### **Task 700: Community Relations**

The construction management consultant (CM) shall provide community relations service to include (but not limited to) the following:

#### **Subtask 701: Review Previous Community Relations Plans**

Meet with the current community relations team including King County staff and consultants to review previous efforts, discuss both previous and planned activities to prepare for developing a new community relations plan. Assume 3 consultant staff for up to four (4) 2-hour meetings.

#### **Deliverables:**

- Provide meeting minutes for four meetings.

### **Subtask 702: Prepare Community Outreach Plans**

Prepare and implement community outreach plans for:

- Phase I Pre-construction (remaining portions of design).
- Phase 2 Construction.

These plans should include but not be limited to the following:

- Assessment of community needs including upcoming issues and appropriate audiences.
- Develop community outreach strategies that will provide timely and needed information to potentially impacted neighbors (both businesses and residents) and the broader community.
- Plan should include techniques for involving close neighbors and broader community and develops ways to minimize concerns and impacts, and disseminate messages about King County's work to control and increase wastewater capacity.
- Emergency communications plan should be able to quickly disseminate information about emergencies or immediate situations that may occur in association with the project.
- Update plans as needed or at least annually.

#### **Deliverables:**

- A draft and final Community Outreach Plan for Phase 1 – Pre-construction (remaining design work).
- A draft and final Community Outreach Plan for Phase 2 – Construction.
- A draft and final emergency communications plan.
- Annual updates.

### **Subtask 703: Implement Community Outreach Plan for Phase 1 – Pre-construction**

Work with King County to address and minimize concerns and potential impacts surrounding the project. Provide strategic and logistic support for these efforts. Document these efforts. Work will include but not be limited to:

- Attend and prepare notes for up to one 2-hour meeting twice a month at the regular project meetings to keep up with changing project details.
- Identify such issues as: potential new impacts, unexpected changes, milestones to celebrate, information ready for release, compliance issues, newsworthy issues, community contacts that may have gone directly to the contractor.
- Maintain and update lists for mail, e-mail, and phone for those closest to the project and the broader community.
- Set up and respond to a 24-hour construction hotline for the entire duration of the conveyance project. Document and respond to questions, concerns and complaints.
- Implement emergency communications plan. Techniques or processes might include phone trees, e-mail, door-to-door visits, Web site announcements or postings, signage etc.
- Provide on-going public notifications or updates on the project. Prepare draft and final products for King County review and approval to include the following types of products:
  - Development of new public information pieces, which may be in the form of displays, slide shows, brochures, fact sheets, etc. Assume up to 10 information pieces per year.
  - Preparation of articles for use on the project web site and newsletters. Assume up to 20 articles per year.
  - Development and distribution of 1 to 2 page direct mail pieces or hand-delivered flyers on upcoming activities, schedule, special meetings, progress, etc. Assume 50 different flyers per year.
- Meet directly with community members through public meetings, community visits, briefings, door-to-door surveys, etc. Document the date, location, person, and any issues by keeping a log or meeting notes. Assume up to one hundred (100) 1-hour visits per year.
- Coordinate and staff booths at up to 10 community fairs per year.
- Prepare draft and final themes, messages, and language for signage (working with King County resources as identified by King County). Produce up to ten (10) 4 ft. X 6 ft. or twenty (20) 3 ft. X 4 ft. and 2 ft. X 2 ft. or some reasonable combination of signs. Arrange to have all signage installed and maintained.
- Work with King County graphics department, print shop, sign shop, media and public relations staff on all print, sign, mailing, or pieces developed.

#### **Deliverables:**

- Attend bi-weekly project meetings to obtain changing project details (assume 24 meetings per year).
- Lists of phone, e-mail, and addresses for notifications and information.
- Phone log and call notes for 24-hour hotline for duration of project.
- Notes for individual or public meetings (assume 100 per year).
- Up to 10 public information pieces per year.
- Up to fifty (50) 1 to 2-page flyers per year produces and hand-delivered or mailed.
- 20 news articles for web or newsletter per year.
- Summaries of comments from up to 10 fairs per year.
- 10 to 20 signs.

**Subtask 704 - Strategic Planning**

Provide senior CM consultant staff for up to 150 hours per year to advise King County on various aspects of the public process. The CM will analyze issues from construction meetings and other information sources, analyze audiences, identify issues, and consider big-picture context and political implications of outreach efforts. The CM will also develop written strategies and recommendations for associated communications.

The CM will utilize strategies developed to prepare/update community relations plans.

Consultant staff under this task will review all community relations deliverables from a strategic perspective before submitting them to King County.

**Deliverables:**

- Attendance at monthly meetings.
- Strategic review of all deliverables (quality control).
- Written strategies and recommendations on specific issues. Assume 2 per year.

**Subtask 705: Public Opinion Research Polls and Focus Groups**

Upon request, the CM will assign professional opinion research consultants to arrange for, set up, and coordinate up to 2 public opinion research polls or focus groups.

**Deliverables:**

- Develop materials for and coordinate up to 2 polls or focus groups.

**Subtask 706: Facilitation services**

- The CM consultant will coordinate logistics, plan agendas and presentations, facilitate, staff and coordinate, and summarize up to ten (10) 4-hour public events, committee meetings or other such gatherings per year.
- Design various meeting formats and agendas.

**Deliverables:**

- Materials for and facilitation of 10 public events per year.
- Meeting summaries documenting the comments received at up to 10 public events per year.

**Assumptions:**

King County will:

- Coordinate media relations and news releases.
- Maintain the project web site.
- Coordinate communications with local jurisdictions.
- Cover the costs of mailing.
- Provide staff and printing services from the graphics department, print shop and sign shop.
- Cover the cost of focus groups and/or polls.

## ***Tool C: Sample Pre-construction Business Survey***

Purpose: Introduce self and project, why construction is necessary, what it might involve, and why we are conducting the survey in advance. This information will enable the County to understand and reduce possible impacts of the project.

Company Name \_\_\_\_\_

Company Address \_\_\_\_\_

Contact /Interviewee \_\_\_\_\_ Phone \_\_\_\_\_

E-mail \_\_\_\_\_

1. What days and hours are you open? How many employees do you have? Number of shifts/employees per shift? Where do employees normally park?
2. Do you anticipate significant changes in staff numbers or the way you do businesses in the next three months? How many clients or customers do you have each day?
3. How do your patrons arrive? Do most come by car? On foot? By bus?
4. Where do your patrons normally park?
5. What are your busiest days? What time of day is busiest?
6. Are there certain times of the year that are busier than others?
7. Do you receive many deliveries or ship out from this location? About how many per day? Do they occur at certain times during the day or week?
8. Do you receive or ship with very large trucks? If so, where do they enter and exit? Do they turn around in your lot or elsewhere?
9. Do you anticipate changes in the way deliveries or shipments are made?
10. Are you the best contact to receive information about the project? I have your phone number, but if we need to talk with you about a possible impact and you are away from the phone, is there another person I could call to locate you?
11. Would you like to get information via e-mail?
12. Is a flier the best way for you to receive information in order to distribute to your staff and customers? What other methods might work?
13. What concerns, if any, do you have about this project?

In closing, ask: Do you have any questions? If questions come up, please feel free to call me at this hotline number \_\_\_\_\_ or contact \_\_\_\_\_, King County project manager at (phone number). Thank you very much.

## ***Tool D: Sample Pre-construction Community Windshield Survey***

The purpose of this windshield survey is to get a sense of potential community impacts during a site visit. This tool can also help determine if there is a need to talk to individuals in the construction neighborhood about specific impacts. It may be necessary to conduct a residential survey (analogous to the business survey in Tool B), but it would likely be on a limited basis for the most highly impacted areas.

<b>Community Characteristics</b>	<b>Y/N</b>	<b>Notes</b>
Obtain project map and aerial photo		
Observe land use in vicinity of project <ul style="list-style-type: none"> <li>- Residential</li> <li>- Home-based business</li> <li>- Commercial</li> <li>- Industrial</li> <li>- Institutional (school, library, etc.)</li> <li>- Park</li> <li>- Other?</li> </ul>		
Observe publicly owned right-of-way (e.g., paved road, unimproved road, trail, etc.) <ul style="list-style-type: none"> <li>- Property line clearly delineated by sidewalk, curb/gutter, other means?</li> <li>- Distance buildings set back from road (# of feet)?</li> <li>- Private improvements in public ROW (e.g., landscaping, fences, rockeries, etc.)?</li> <li>- Other?</li> </ul>		
Evaluate on-street parking <ul style="list-style-type: none"> <li>- How prevalent?</li> <li>- Type of vehicles (e.g., cars, trailers, boats)</li> <li>- Special needs parking signs?</li> <li>- Off-street parking available?</li> <li>- Other?</li> </ul>		
Bus service (transit or school) impacts?		
Sidewalk access affected?		
Trail (foot or bike) affected?		
Property access affected? <ul style="list-style-type: none"> <li>- Residential driveways</li> <li>- Wheelchair ramps</li> <li>- Special needs (disabled parking)</li> <li>- Home businesses</li> </ul>		



Community Characteristics	Y/N	Notes
<ul style="list-style-type: none"> <li>- Alleys</li> <li>- Garbage pickup</li> <li>- Deliveries</li> <li>- Industrial loading docks</li> <li>- Other</li> </ul>		
Traffic impacts expected? <ul style="list-style-type: none"> <li>- Congestion</li> <li>- Delays</li> <li>- Detours</li> </ul>		
Traffic revisions required?		
Utility interruptions? <ul style="list-style-type: none"> <li>- Overhead/underground?</li> <li>- Gas/electric/water/sewer service affected?</li> </ul>		

## ***Tool E: Construction Meetings and Topics***

### **Construction Transition Meeting**

The construction transition meeting is held for King County staff when a project is moving from design to construction. The purpose of this meeting is to establish lines of communication and authority for the King County team as the project proceeds to the construction phase and to transfer important information to the construction management (CM) team that may not be evident in the contract documents. The items listed below are not inclusive, but rather suggest possible topics for discussion at the meeting.

#### Lines of communication

- Introductions
- Communication with contractor
- Communication with CM staff, designers and project manager

#### Paperwork processing

- Submittals
- Correspondence with contractor
- Change orders

#### Project management and upper management

- Special commitments to council/public
- Groundbreaking or commissioning ceremonies
- Budget and schedule concerns
- ESA or legal issues

#### Design team

- Intent of design not in contract
- Areas to watch closely
- Special inspections during construction
- Owner-furnished equipment
- Work that design team is doing instead of contractor
- Special coordination with operations and maintenance
- Coordination with utilities

#### Right of way/permitting

- Special permit conditions to watch
- Easements – timing and payments
- Transfer all permits to CM team if not in contract documents
- Commitments made to private landowners

#### Environmental

- Special Endangered Species Act or fisheries schedules/constraints
- Contact list of agency inspectors
- Any other environmental issues

#### Public outreach

- Who is staffing the hotline?
- Contact names for consultant/staff

- Special items that CM team should know – angry neighbors, neighbor concerns, media attention, to whom to refer reporters, what to say or what not to say to the public

#### Operations & maintenance

- Specific information about facility
- Special operating conditions

#### Safety

### **Pre-Construction Conference**

King County staff, consultants, and the contractor attend the pre-construction conference. The purpose of the meeting is to establish lines of authority and communications within the project team, to discuss the administrative requirements of the contract, and to define the duties and responsibilities of all parties. Discussions cover specific drawings, specifications, unusual job site conditions, schedules of completion, health and safety, mobilization, equal employment regulations, civil rights requirements, apprenticeship program, and other pertinent features of the contract. Generally, the community relations planner will give a brief discussion of community relations activities during construction such as project signs, hotline, media inquiries, Web site, and other items identified in the transition meeting.

### **Progress Meetings**

A weekly progress meeting is held by the project representative and representative from the contracting firm including subcontractors. The contractor discusses plans for the following two weeks and evaluates progress to date. The weekly progress meetings provide a good opportunity for the community relations planner to discuss outstanding community concerns, hotline calls, and other community issues that need attention. Attendance is not always required, but can be beneficial to stay up to date on the progress of a project. The community relations planner should let the project representative know ahead of the meeting that they will attend to discuss community concerns.

## ***Tool F: Sample Citizen Contact Log***

[Insert project name]

Project Contact Log – Beginning [insert date]

<b>Date/time of contact</b>	<b>Type of communication</b>	<b>Name/Affiliation</b>	<b>Address</b>	<b>Phone/E-mail</b>	<b>Notes</b>	<b>Resolution</b>
	[Call to the hotline, personal visit in neighborhood, phone call to office, etc.]	[Insert name]	[Insert address]	[Insert phone and/or e-mail]	[Describe the caller's concern]	[Describe actions taken or resolution of the issue]

**Instructions:** Fill in the columns of the log as appropriate. In the footer, include the contact information for the other project team members who may need to be consulted to resolve an issue. Keep this log updated and share it with other team members. If more than one person is monitoring the hotline pager, a log such as this can help keep contacts with the community organized.

Footer:

**[Name]**, KC Project Representative: Cell [insert phone #], Office [insert phone #], Home, after hours [insert phone #]

**[Name]**, KC On-site Inspector: Office [insert phone #], Cell after hours [insert phone #]

**[Name]**, KC Project Manager: Office [insert phone #], Cell after hours [insert phone #], Home [insert phone #]

**[Name]**, KC Community Relations: Office [insert phone #], Pager [insert phone #], Home [insert phone #]

**[Name]**, KC Community Relations backup: Office [insert phone #], Pager [insert phone #], Home [insert phone #]

## ***Tool G: Temporary Relocation of Residents for Emergencies or Construction Projects***

The purpose of this tool is to outline considerations related to the relocation of residents during an emergency event/sewage backup or construction activities performed by WTD. The tool is designed to help WTD community relations staff work effectively with project teams to facilitate relocation of residents.

On occasion, WTD staff responds to emergencies or other events. If an emergency involves a private residence, WTD staff may determine that a potential health or safety hazard may exist if a resident were to remain in his or her home. WTD construction projects on occasion create noise and other disruptions that result in requests for temporary relocation of impacted residents. In such cases, WTD may temporarily relocate a resident to a hotel.

Past WTD experience indicates several issues that must be addressed related to relocation:

- Under what circumstances can residents be relocated?
- Who can authorize relocation?
- What costs are covered?
- How are costs paid?

### **1. Who is eligible for relocation and under what circumstances?**

- Coverage includes individuals that are directly impacted by WTD activities (e.g., emergencies and events, unable to access home, unable to sleep due to construction noise).

### **2. Who can authorize relocation?**

- Decision-making authority resides with the WTD Manager or his/her designee.
- The designee for construction projects is typically the construction project representative, who decides in consultation with the contractor and project manager.
- The designee for emergency/event response is typically the on-site incident commander.

### **3. What costs are covered?**

- For construction projects, only room and breakfast are typically included, since residents have access to their homes at all times.
- Requests for additional cost reimbursements are addressed on a case-by-case basis.
- The relocated party is responsible for excess costs that are not covered by the County.
- All persons involved need to exercise prudent judgment to avoid unnecessary County expense.
- King County Administrative Policies and Procedures, Authorized Travel, Meal, and Expense Reimbursement for County Employees should be consulted for general guidelines for determining covered costs and reimbursement policies.
- Lodging and meals, and incidental expense reimbursement should be based on the federal General Services Administration guidelines for travel.

#### **4. How do we pay for relocation expenses?**

##### **Hotel Purchase Order**

- If possible, charges should be billed against the hotel purchase order (PO) that is already in place.<sup>1</sup>
- Community relations planners should call the hotel of choice, speak with the sales director and get a quote for hotel room and meals (if any). They should then make a reservation for the resident(s).
- The planner should write a memo (sample attached) to the sales director and reference the purchase order. He or she can then mail or FAX the memo and a copy of the PO to the hotel. The memo can be specific or general (attached). The memo should state what will be included in the bill paid for by the county.
- The hotel will send the final bill to King County accounts payable for payment. Planners should always have the hotel fax a copy of the final bill to them, keep a copy, and give another copy to the WTD financial analyst.<sup>2</sup>

##### **King County Credit Cards**

- King County purchasing (credit) cards can be used in special circumstances.<sup>3</sup>
- Experience using the county purchasing cards for relocation indicates that the limits of \$2,500 per transaction and 20 transactions per month can present problems if not monitored carefully. For example, most hotels pre-authorize charges so they can guarantee the bill will be paid. Every charge (e.g., meal, room) is considered a separate transaction. Also, county credit cards do not cover travel or entertainment expenses. Cardholders can get special permission to use cards for emergencies, but extra follow-up is required.
- It works best to use a hotel with a restaurant, so that all charges come from one source

#### **5. Tips for WTD Public Involvement Staff**

- When a resident calls or requests relocation, obtain the following information from the resident: name, address, phone, number of people to be relocated, special needs (crib, ADA, pets, etc.).
- Contact the incident commander (for emergency/sewage backup) or project representative (for construction project), who will determine if relocation is necessary and authorize the expenditure.
- Speak with the sales director or manager and get a quote for hotel room and meals (if any). Not all Silver Cloud Inns have restaurants that can be charged to the room. Most offer a continental breakfast. Make a reservation for the resident(s) you want to relocate.
- Write a memo (sample attached) to the sales director and reference the purchase order. You can then mail or FAX the memo and a copy of the purchase order to the hotel. The memo can be specific or general (attached). Make sure the memo states what will be included in the bill paid for by the county as referenced above.
- Call the resident and send them to the hotel. If needed, give them a hotel card/map. Tell them we are covering the costs of one night of lodging and breakfast, and those charges

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<sup>1</sup> WTD (John Phillips) has obtained a purchase order for the Silver Cloud Hotel chain: King County Purchase Order #210770, for up to \$10,000. For information on specific hotels, visit <http://www.scinns.com/properties.htm>

<sup>2</sup> As of August 2004, Frank Alexander is the WTD financial analyst who is familiar with this procedure. His phone number is 206-263-3416.

<sup>3</sup> As of August 2004, employees who have these cards include Jennifer Kauffman, Frank Alexander, and construction supervisors (e.g., Christy Sanders-Meena).

will be billed directly to King County. Get a phone number where they can be reached the following day.

- The hotel will send the final bill to King County accounts payable, to the attention of the assigned WTD financial analyst. Have the hotel fax a copy of the final bill, keep a copy, and give another copy to the WTD financial analyst responsible for payment.
- The next morning, work with the project team to assess the situation to determine whether the resident needs to stay another night or if the problem can be addressed. Follow-up with the resident before noon.
- Contact the WTD financial analyst whenever a resident is sent to the hotel, so he can review and verify the invoice.

(King County Letterhead)

<<Date>>

**TO:** <<Name>>, <<Position>>  
Silver Cloud Inn – <<location>>  
<<Street>>  
<<City>>, WA <<ZIP>>

**From:** <<your name>>, Community Relations

**Subject:** <<Project Name>>  
WTD Project Number: <<Project Number>><< Phase>>  
King County Purchase Order Number 210770

King County has made arrangements with your hotel to provide temporary accommodations on an as-needed basis for residents directly impacted by the construction activities associated with <<project name>>. The project will occur from <<date>> to <<date>>.

This letter authorizes you to provide residents with a room and <<meals>> upon request from King County staff. The agreed upon rate is <<\$XX>> per night. Please bill the attached purchase order and fax a copy of the final bill to me <<FAX Number>>.

Please feel free to contact me if you have any questions <<phone>>



## ***Tool H: Sample Survey for Evaluation of Public Involvement Activities***

Recently, King County completed a construction project in this area. We did our best to provide you with information about the project and reduce impacts from construction.

Name of Project:

Address:

Duration:

Please take a few minutes to help us measure our effectiveness in this regard. Return the survey to: [insert address]

1. Do you recall getting information about this project before it began?  
☐ Yes  
☐ No
2. If you selected "yes" for question #1, what do you remember seeing?  
☐ Construction Notice or Flier  
☐ Newspaper Story  
☐ Community Meeting/Open House  
☐ Signs  
☐ A County representative called/stopped by my residence or business  
☐ Other
3. Do you think you were adequately informed of the impacts of construction?  
☐ Yes  
☐ No  
☐ Other
4. Did you find the County provided regular updates about the project's progress?  
☐ Yes  
☐ No  
☐ Other (please explain)
5. Did you have a clear sense of who to call if you had a question or problem?  
☐ Yes  
☐ No
6. Did you ever call the Project Hotline?  
☐ Yes  
☐ No
7. If you responded, "Yes" to question 6, was your call responded to in an adequate timeframe?  
☐ Yes  
☐ No

8. In addition to the information you remember seeing, what sources of information would be most effective in keeping you informed?
- ☐ Construction notice or letter
  - ☐ Community meeting or open house
  - ☐ Newspaper or TV story
  - ☐ Call me
  - ☐ E-mail me
  - ☐ Project Signs/Sandwich Boards
  - ☐ Advertise in city newsletter
  - ☐ Advertise in local paper
  - ☐ Other: \_\_\_\_\_
9. Do you have any suggestions on how we can improve our construction methods so that our work has less impact on you?
10. Any other suggestions for the County on ways we can better communicate with you during construction projects?
11. Did you receive this survey (and other information) at your:
- ☐ Residence?
  - ☐ Business?